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Building the Business Case for IT Projects

High Value Solutions in a Recession

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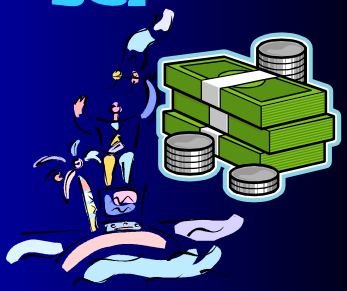
Who's Here?

- Role:
  - Developers
  - IT Managers
  - Other IT
- Project Size
- Organization:
  - In-house Enterprise IT
  - Software Company
  - Consulting - Contractors
  - Independents

Who Pays?



The Keys to **Sustainable Return**
(People, Process, *and* Technical Excellence)

- Quick Payback on lasting solutions
  - Short project cycles – Rapid deployments (Used)
  - Iterative planning and continuous adaptation
  - Concentrate on critical processes and most challenging gaps (low hanging fruit/high-grading)
- Separate organizational from technical issues
  - Resolve priority design and readiness issues early
- Integration – Whole-systems Design
  - Optimize across silos & to suppliers and customers

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Quick Cycle Times

- Solve today's problems now
  - Before the world moves away from your solution
  - Deploy what is most valuable to users

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Quick Cycle Times

- ROI= Revenue (Savings)-Investment
  (as a % of the total investment)
  (time weighted)
  – Accuracy?
- Can IT be a Revenue Generator not just a cost center?

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Pragmatic Product Management

- What problem are you getting paid to solve?
- Project Roadmap (integrated big picture)
- Break large projects into minimum usable features, manage by pull (reprioritize)
- Prioritized Backlog by ROI (for the user!)
- Increased, more frequent user feedback
- PrM (direct to customer) vs. PrO (internal)

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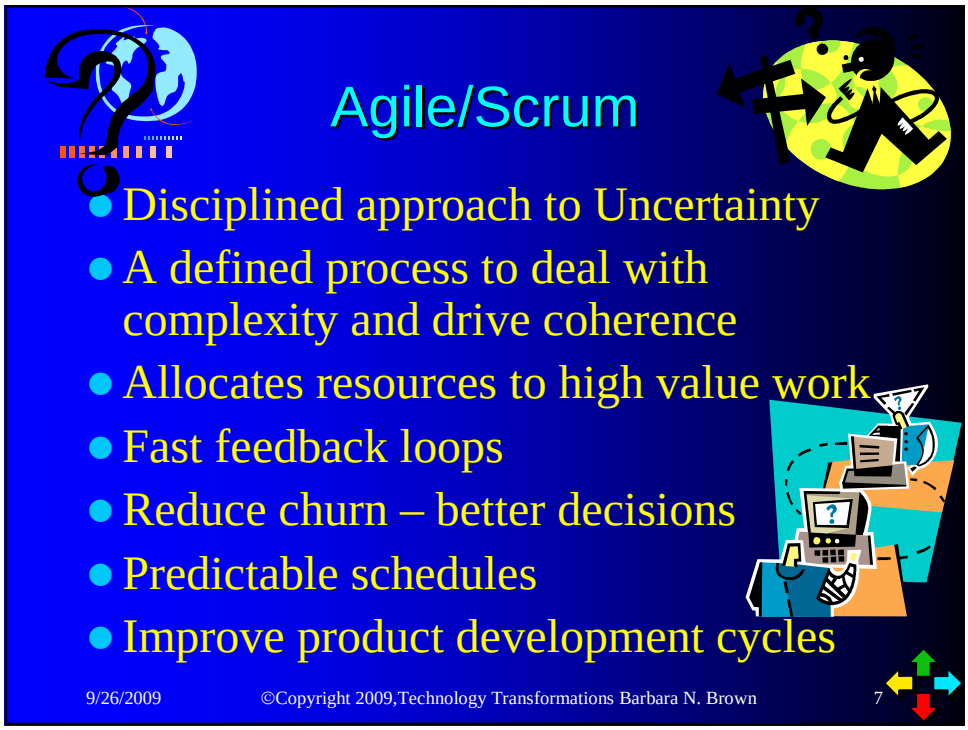

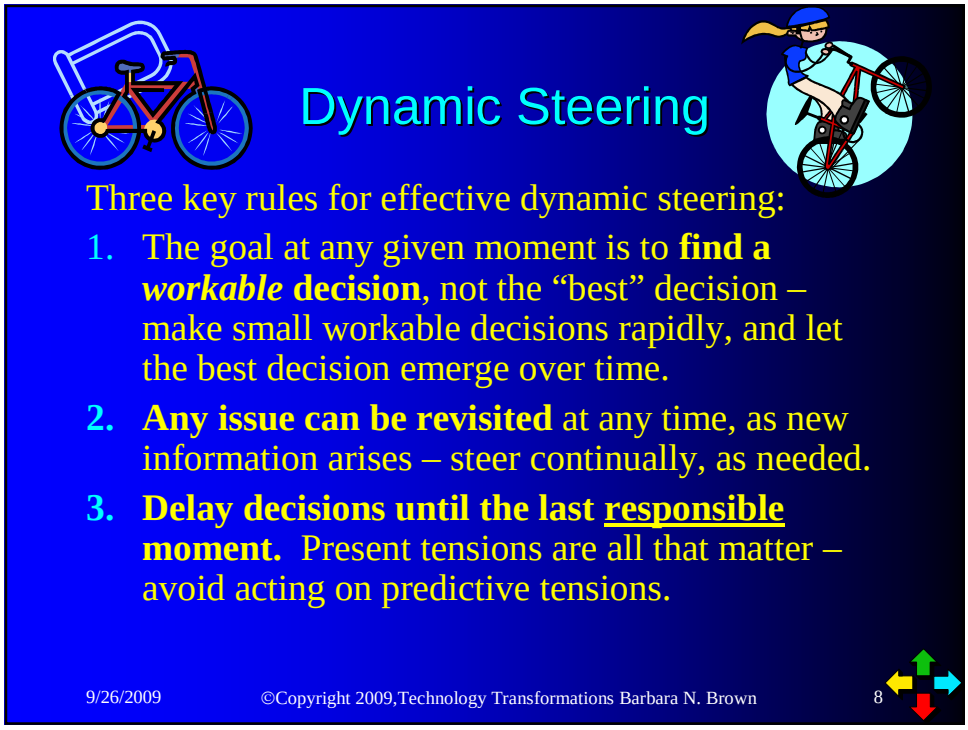

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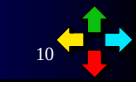
Lean Processes - Optimization

- In the Business Process being supported
  - Do NOT hard code a broken process
- In the software development life cycle
  - Every activity is of value to the business
- In software maintenance/troubleshooting
  - Proactive Prevention – contingency plans
  - Fix it right the first time – at the root cause

Lean Thinking

- Have an integrated systems approach
- Use a Pull approach
- Eliminate activity with no user value
- Provide a **Complete Solution**
- Give the end-user **exactly what** he needs, **when** he needs it, **where** he needs it
- Assess end-to-end total cost/value of ownership
- Metric is consumption (use) NOT deployment



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Solve my Problem **Permanently**

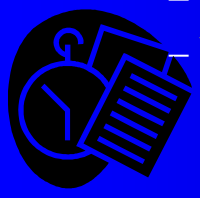
- The problem changes
- The technology changes
- The users may change
- **Solutions must continually morph**
- The Agile Product Backlog cycle never ends
- Reprioritize and attack the priority issues
- A software project is never completed?

Lean Solutions: How Companies and Customers Can Create Value and Wealth Together by James P. Womack and Daniel T. Jones, The Lean Enterprise Institute, Inc.

Value Stream Mapping

- Remove Delays – Waste!
  - Waiting for approval/response
  - Decisions too early
  - Long time to detect mistakes

- Move critical items earlier
  - Testing too late
  - Integration too late
  - Validate common code & Reuse
    - Common Variability Analysis (CVA)



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Value Stream Mapping

- Batch work is not a good solution
  - High WIP (adds cost, delays deployment)
  - Adds Features/Tasks not really needed
    Over engineered
  - Doing early causes lost knowledge during wait

Some answers:

- Co-location
- Work on fewer things
- Look outside current silo for delay & cost

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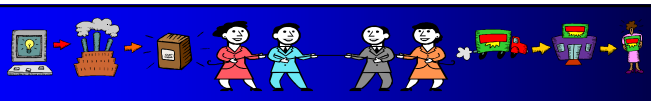

Whole Systems Planning

- Analyze across Silos - Integration
- Don't push work to others
- Deal directly with complexity
- Expect to adapt as you go
- Involve all stakeholders (users!)
  - Value Driven
  - Collaborative

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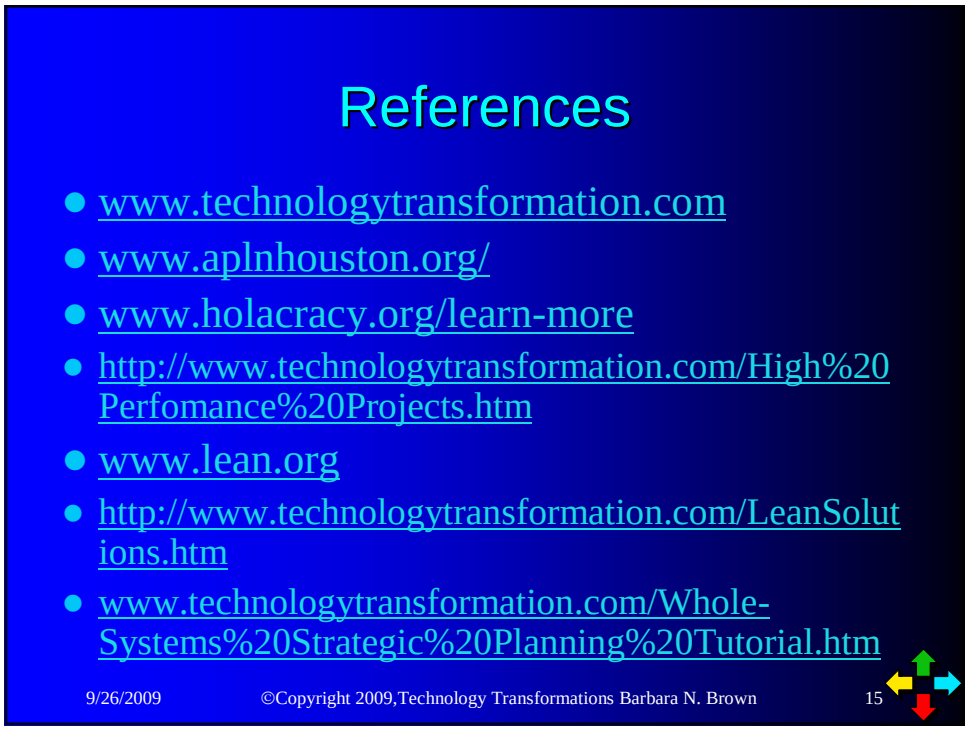

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